United Nations DP/2014/21

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
31 July 2014

Original: English

Second regular session 2014
2 – 5 September 2014, New York
Item 3 of the provisional agenda
Funding commitments

Status of regular funding commitments to the United Nations Development Programme and its associated funds and programmes for 2014 and onward

Summary

This report presents the status of regular funding commitments for 2014 and onward, as well as a summary of the income for regular and other resources received in 2013[1].

Elements of a decision

The Executive Board may wish to note that in 2013, contributions to regular resources[2] increased by 5.9 per cent to $895.7 million from $846.1 million in 2012 due to delayed payments budgeted for 2012 but received in 2013. In 2013, 56 Member States contributed to regular resources, compared to 50 countries in 2012. Total contributions (regular and other resources) to UNDP, including $0.14 billion for reimbursable support services, were $4.83 billion (2012: $4.83 billion). Excluding reimbursable services, total contributions to UNDP increased from $4.64 billion in 2012 to $4.69 billion in 2013.[3]

The Executive Board may wish to note that, as of July 2014, UNDP received 56 per cent of the regular resource projected for 2014. Subject to exchange rate fluctuations, 2014 regular resources are projected to reach $850 million, which amounts to 49 per cent of the $1.75 billion integrated budget target for 2014-2015.

The Executive Board may wish to: (a) take note of documents DP/2014/21, DP/2014/20 and DP/2014/20/Add.1; (b) note the importance of regular resources, which form the bedrock of the organization as they allow UNDP to plan ahead, be strategic and responsive; strengthen accountability, transparency and oversight, advance United Nations coherence and coordination and provide predictable, differentiated services across programme countries, particularly the poorest and most vulnerable; (c) urge Member States to prioritize regular resources and other resources that are flexible, predictable, less earmarked and aligned to the outcomes of the strategic plan, 2014-2017; (d) urge Member States that have not yet provided their contributions to regular resources for 2014 to do so, as early as possible; (e) recall the importance of funding predictability and timeliness of payments to avoid liquidity constraints in regular resources; (f) urge Member States to announce and adhere to multi-year pledges and payment schedules.

[1] The present report includes contributions to UNDP regular resources and to UNDP other resources as detailed in section I. Contributions to the funds and programmes administered by UNDP are referenced in dedicated paragraphs in this report and are not included under the contributions to UNDP.
[2] Figures reflect amounts received in a specified calendar year.
[3] This includes income received from Member States and multilateral partners for other resources, but excludes investment, cost recovery and other revenue.

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I. Introduction

1. In its decision 98/23, the Executive Board designated its annual session, starting in 1999, as the time to review the status of regular funding commitments to UNDP and its associated funds and programmes. For first time since 1999, this document is presented for discussion at the second regular session of the Executive Board. The report presents the status of regular funding commitments for 2014, as of 3 July 2014, as well as a summary of the contributions to regular and other resources received in 2013.[4]

2. In its decision 2007/32, the Board approved the integrated financial resources framework of the strategic plan covering the planning cycle 2008-2011, thereby replacing the funding framework and targets embedded in the multi-year funding framework.

3. In its decision 2009/9, the Board extended the strategic plan to 2013. The integrated financial resources framework, as approved in decision 2007/32 and adjusted and amended in the midterm review of the strategic plan (DP/2011/22, paragraph 204), represents the overall funding target for the strategic plan, encompassing regular and other resources.

4. In its decisions 2013/27 and 2013/28, the Board approved the strategic plan, 2014-2017, as contained in document DP/2013/40, and the integrated budget for 2014-2017, showing estimated regular and other resources available and their projected utilization.

5. The quadrennial comprehensive policy review of operational activities for development of the United Nations system has guided the vision, orientation and mandate of the strategic plan, 2014-2017. The strategic plan provides the foundation for UNDP to become more focused, results-driven, effective, and efficient. The ongoing structural change at headquarters and the regional service centres seeks to ensure that UNDP is fit for purpose, can deliver on the strategic plan, and makes the best use of the resources entrusted to it.

6. The UNDP integrated results and resources framework, 2014-2017, approved with the strategic plan, summarizes outcomes and possible resource flows of the strategic plan. It allows UNDP and stakeholders to monitor achievements, learn lessons, and hold the organization accountable for the funds entrusted to it.

7. The integrated budget, 2014-17, includes all budgetary categories, with an improved results focus and linkage with the strategic plan. It improves transparency, harmonization and comparability with the integrated budgets of UNFPA, the United Nations Children's Fund, and UN-Women. The integrated budget reflects increased expenditures for development activities and deceased expenditures for management activities, reflecting greater burden-sharing and increased efficiency. It also brings together planning and resource allocation, which will allow for better setting of goals for resource mobilization.

8. As UNDP evolves in carrying forward the outcomes of the United Nations Conference on Sustainable Development (Rio+20), it is also contributing to the development of the post-2015 framework, and continuing to ensure that its work is governed by sound principles of development effectiveness, including those emerging from the Monterrey Consensus and the Doha Declaration on financing for development. As requested by the General Assembly in resolution 67/226, UNDP is in the process of engaging with other funds and programmes and Board Members on funding issues, such as critical mass, structured dialogues and how best to resource the strategic plan, including diversifying its funding sources and increasing the scale and effectiveness of UNDP engagement in South-South and triangular cooperation.

9. To reach the goals of the strategic plan and become a more focused, results-driven, effective and efficient organization UNDP relies on the availability, predictability, quality and flexibility of its funding.

[4] The present report includes contributions to UNDP regular resources and to UNDP other resources as detailed in section I. Contributions to the funds and programmes administered by UNDP are referenced in dedicated paragraphs in this report and are not included under the contributions to UNDP.

II. Volume of contributions

A. Overall contributions to UNDP

10. Overall contributions to UNDP amounted to $4.69 billion[5] in 2013, compared to $4.64 billion in 2012. The ratio of regular to other resources was approximately 1:4 in 2013, a level that has remained the same since 2009.

11. In its resolution 67/226, the General Assembly noted with concern that the share of core contributions to United Nations funds, programmes and specialized agencies had declined in recent years. For UNDP, the Executive Board noted in its decision 2012/10 the trend towards the increased use of restrictively earmarked contributions and reiterated, in its decision 2013/13, the need to address the imbalance between regular ('core') and other ('non-core') resources.

12. Building on General Assembly resolution 64/289 on system-wide coherence and General Assembly resolution 67/226 on the quadrennial comprehensive policy review, UNDP is engaged in consultations with the Board so that the three mandate principles of predictability, universality and progressivity can be sustained.

B. Contributions to UNDP regular resources

13. As reflected in General Assembly resolution 67/226, increasing financial contributions to the United Nations development system, particularly core resources, is key to achieving internationally agreed development goals. Member States recognize the mutually reinforcing links between increased effectiveness, efficiency and coherence, achievement of development results and the overall resourcing of the United Nations development system.

14. Numerous decisions of the Executive Board stress the importance of an adequate, stable and predictable level of regular resources for UNDP[6], since these form the bedrock of the organization. The ability of UNDP to deliver on the strategic plan depends on a sustainable funding base. Investing in regular resources means investing in our systems of accountability, transparency and quality assurance, including oversight functions such as audit, investigation and evaluation. Regular resources enable UNDP to direct its support to the poorest countries (85- 91 per cent of TRAC[7] 1 and 2 programmatic resources go to low-income countries and at least 60 per cent to least developed countries). Declining resources affect the performance and programmes of country offices, shifting the focus to resource mobilization at the expense of policy and programme delivery. Regular resources are also critical for the effectiveness and coherence of the United Nations development system as a whole, given the leadership role UNDP plays in United Nations coordination as manager of the resident coordinator system.

15. As reflected in the annual reports on the multi-year funding framework for the years 2004 to 2007 (DP/2005/16, DP/2006/17 and Corr. 1, and DP/2007/17) and welcomed by the Board in decisions 2005/23, 2006/24 and 2007/26, gross regular resource income achieved in 2004, 2005 and 2007 exceeded the respective annual targets, falling short of the target only in 2006. Following steady increases between 2000 and 2007, UNDP regular resources declined for three consecutive years 2008-2010, increasing slightly in 2011 only to decrease by 13.2 per cent in 2012.

16. Contributions to regular resources for 2013 increased to $895.7 million, from $846.1 million in 2012, an increase of 5.9 per cent, due to delayed payments budgeted for 2012 but received in 2013. Current projections suggest that, subject to exchange rate fluctuations, contributions to regular resources in 2014 should to reach $850 million (this

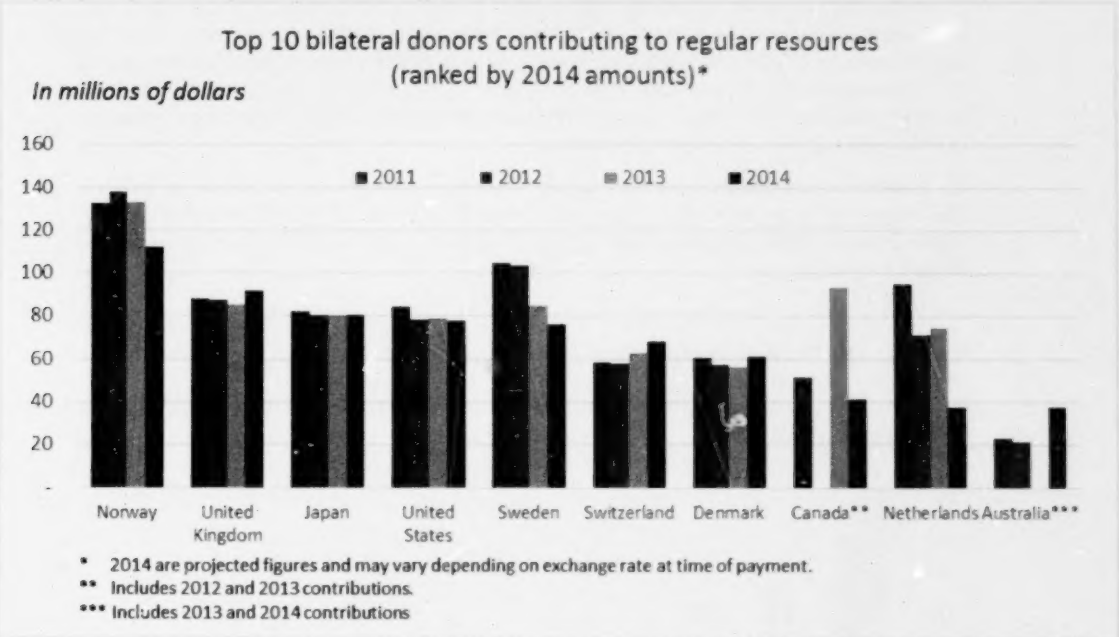
[5] This total excludes contributions related to reimbursable support services and miscellaneous activities, details of which can be found in the annual review of the financial situation (DP/2014/20).

[6] Executive Board decisions 98/23, 99/1 and 99/23, reaffirmed in decisions 2002/9, 2002/18, 2003/24, 2004/14, 2005/20, 2006/24, 2007/17, 2008/16, 2009/10, 2010/14, 2011/15, 2012/10 and 2013/13.

[7] Target for resources assignment from the core

includes payments budgeted for 2013 but received in 2014), which amounts to 49 per cent of the $1.75 billion integrated budget target for 2014-2015 . A number of members of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) have indicated that they intend to maintain their contributions to regular resources in 2014; three indicated an increase; and six indicated their intention to decrease their contributions.

Figure 1. Top 10 bilateral contributors to regular resources



17. The commitment of Member States to UNDP is reflected in the fact that 56 countries made contributions to regular resources in 2013, including 21 countries that increased or resumed their contributions. This is an increase from 2012, when 50 countries made contributions to regular resources. The 10 largest contributors to regular resources in absolute dollar terms in 2013 (in order of magnitude) were Norway, Canada (because of payment of 2012 and 2013 contributions to regular resources in 2013), United Kingdom, Sweden, Japan, the United States, the Netherlands, Switzerland, Denmark and Germany. Figure 1, above, shows the comparison of the top 10 donors to regular resources over the four-year period. In 2013, 24 Member States contributed $1 million or more to regular resources, including 19 of the current 27 OECD/DAC members, as well as China, India, Turkey, the Russian Federation, and Saudi Arabia.

18. In 2013, six OECD/DAC members increased their contributions to regular resources, in local currency terms – Austria, Denmark, Finland, Italy, the Republic of Korea, and Switzerland – while six – Belgium, France, Portugal, Norway, Sweden and the United States – decreased their pledges. Three OECD/DAC members – Greece, Poland and the Slovak Republic – did not make regular resources contributions in 2013, while the 2013 contributions for Australia and Spain were received in 2014. The other DAC members maintained their 2013 contributions at the same level as in 2012.

19. If regular resources payments budgeted for 2012 and 2013 had been made in the designated calendar year, the total amount of regular resources for 2012 and 2013 would have been $900.5 million and $869.7 million, respectively, representing a decrease of 3.4 per cent. Both figures are below the revised funding target of $1.1 billion for 2013.

20. Restoring levels and enhancing the predictability of the regular funding of United Nations development activities has been discussed widely, including in the context of the quadrennial comprehensive policy review and the corresponding General Assembly resolutions 56/201, 59/250, 62/208 and 67/226. The Executive Board may wish to note in its forthcoming decision that predictable, continuous and sustainable core resources are required for UNDP to achieve the strategic plan objectives.

C. Contributions to UNDP other resources

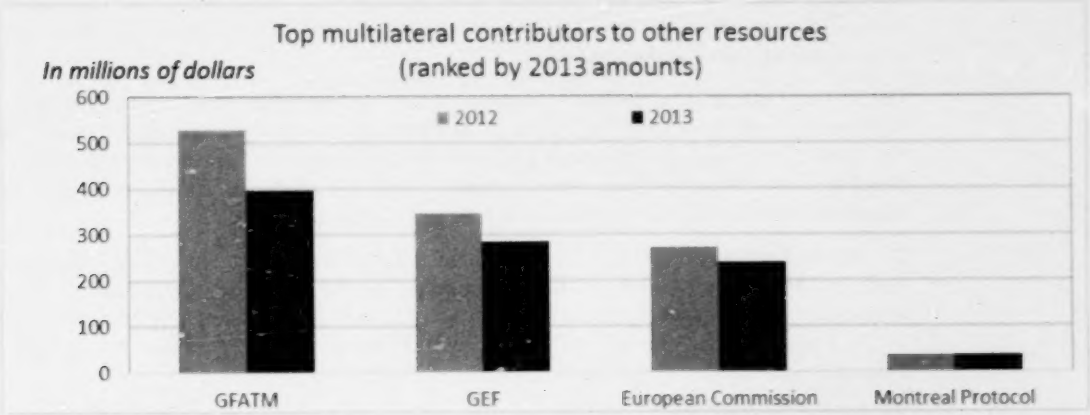
21. Other resources are earmarked to specific themes, programmes and activities, and represent a critical complement to the regular resources base of UNDP. Total other resources contributions to UNDP reached $3.8 billion in 2013 (a slight increase from 2012 amount of $3.79 billion), which exceeded the projection of $3.7 billion in the strategic plan. The level of other resources demonstrates that UNDP continues to be a trusted partner to governments in support of national development priorities.

22. Bilateral contributions from OECD/DAC members amounted to $1.25 billion in 2013. This represents a decrease of 3.1 per cent compared to the $1.29 billion received in 2012. Figure 2 below shows the comparison of top 10 bilateral contributors to other resources for the past two years.

Figure 2: Top 10 bilateral contributors to other resources

23. Other resources entrusted to UNDP by non-bilateral partners and multilateral funds amounted to $1.42 billion in 2013, a decrease of 12.5 per cent, from $1.6 billion in 2012. The European Commission, the Global Environment Facility and the Global Fund to Fight AIDS, Tuberculosis and Malaria provided almost 64 per cent of the resources in this category (see figure 3, below).

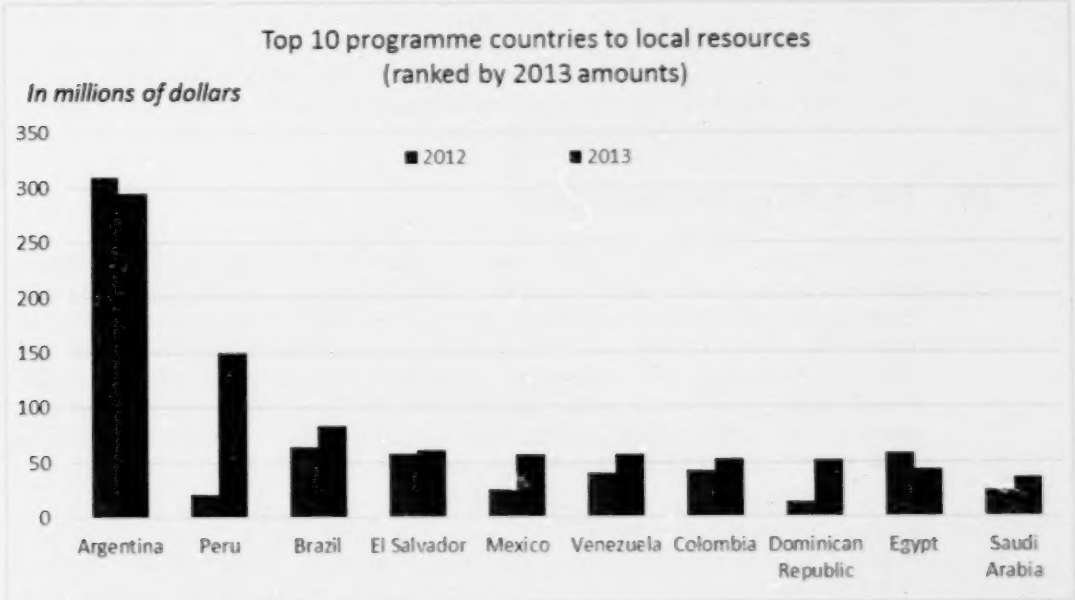
Figure 3: Top multilateral contributors to other resources



GFATM – Global Fund to Fight AIDS, Tuberculosis and Malaria; GEF – Global Environment Facility

24. Programme country contributions, including local resources in support of their own national development and third-party contributions, amounted to $1.13 billion in 2013, an increase of 30.9 per cent over $863 million in 2012. Local resources increased much more sharply than the projected $750 million (by 52 per cent). Figure 4, below, shows the top 10 contributors to local resources.

Figure 4: Top 10 contributors to local resources



III. Predictability

25. As reflected in General Assembly resolution 67/226 and in Executive Board decisions, Member States are encouraged to maintain and substantially increase their voluntary contributions to regular resources and to contribute on a multi-year basis, in a sustained and predictable manner.

26. In line with those decisions[8], Member States are requested to communicate their voluntary contributions to UNDP and its associated funds and programmes, prioritize the allocation of regular resources and non-core resources that are more predictable, flexible, less earmarked and better aligned with the priorities of the programme countries and the outcomes of the UNDP strategic plan, 2014-2017.

27. At the time of preparation of the present report, 52 Member States had indicated their 2014 pledges. Tables 1 and 2, contained in the statistical addendum to this report, are based on information received and the best estimates of UNDP, based on 2013 contributions. Table 2(c) provides information on government in-kind contributions.

28. In its decision 98/23, the Board determined that the predictability of regular resources would be strengthened if Member States announced specific payment schedules, with early payment encouraged. As of 3 July 2014, one OECD/DAC member had provided a payment schedule and made a partial payment towards its 2014 contribution (see table 3) and 11 others had paid their contribution for 2014 in full, amounting to 56 per cent of the projected contributions to regular resources for 2014.

29. The secretariat notes with appreciation the efforts to date of Member States that have paid their contributions early and in full and those that have communicated their payment schedules. Member States that have not already done so are encouraged to inform the secretariat of their intended payment schedules, including, where possible, early payment. Members are encouraged to adhere to their respective schedules in terms of the currency and timing of payments. Predictability is necessary for the organization and programme countries to plan ahead. It is also crucial for UNDP to sustain its multilateral and universal mandate.

IV. Diversifying the donor base

30. In its decisions 98/23, 99/1, 2010/14 and 2013/13, the Executive Board recognized that only a limited number of donors support the long-term financial sustainability of UNDP. Accordingly, and most recently in decision 2013/13, the Board encouraged all donors and other countries in a position to do so to maintain and substantially increase their contributions to regular resources. It also called on UNDP to make every effort to broaden the donor base by, inter alia, increasing the number of countries and other partners making financial contributions to UNDP in order to reduce its reliance on a limited number of donors.

31. It is estimated that 85 per cent of UNDP regular resources for 2014 will be provided by 10 donors. This has been consistent throughout the years. UNDP will continue to cooperate with donors and other partners to promote flexible funding channels and instruments to broaden its funding base to achieve the strategic plan objectives.

[8] Those decisions were reaffirmed in decisions 99/23, 2000/1, 2002/9, 2004/14, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10, 2009/20, 2010/29, 2011/15, 2012/10, and 2013/13.

32. UNDP partners include OECD/DAC countries, programme countries, private and philanthropic actors, and global and vertical funds, as well as multilateral partners, including international financial institutions.

33. In 2013, total regular resource contributions from programme countries, after the application of the accounting linkage towards local office costs, amounted to approximately $15.7 million in 2013. Five programme countries (China, India, the Russian Federation, Saudi Arabia and Turkey) contributed $1 million or more to the regular resource base of the organization. This is a significant increase in contributions from programme countries compared to those of 2012, which amounted to $9.2 million.

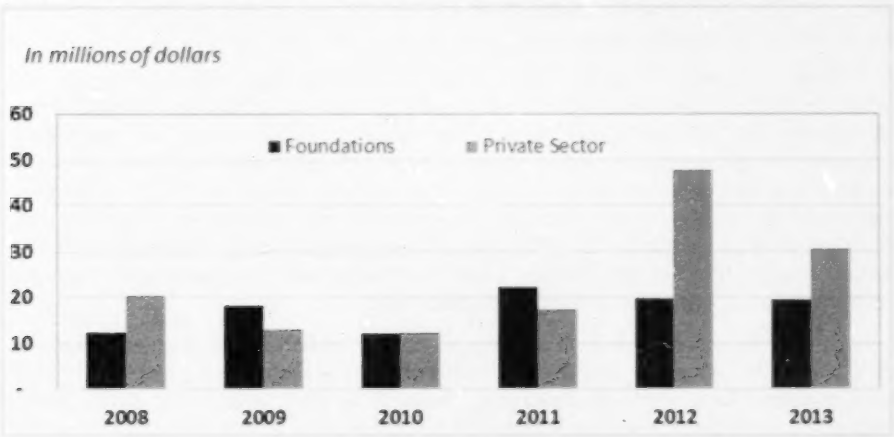
34. Programme countries also contribute to the non-core resources of the organization. Many programme countries are actively engaged in South-South cooperation arrangements; contribute towards local office costs and government in-kind contributions, such as the provision of rent-free office premises; and contribute substantial resources to development programmes in their respective countries.

35. In 2013, UNDP advanced the implementation of seven strategic partnership agreements, with Brazil, China, India, Indonesia, Mexico, South Africa and Turkey. The partnership agreements helped expand South-South cooperation in support of mutually agreed development priorities.

36. The strategic plan, 2014-2017, incorporates specific and substantive opportunities for South-South and triangular cooperation, as well as partnerships with the private sector and foundations, into UNDP areas of work and core programmes.

37. UNDP partnerships with the private sector and foundations aim to contribute to UNDP strategic plan objectives and are aligned with national and local development plans and processes. UNDP has had several successful partnerships with the private sector and foundations, with a modest increase in financial contributions over the last 10 years. Figure 5, below, indicates actual contributions in a given year since 2008. Private sector and foundations do not necessarily tie their contributions to an annual plan, and some contributions are meant to be utilized over several years.

Figure 5: Contributions from the private sector and foundations[9]



38. The biggest private sector contribution in 2013 was from the Coca-Cola Company, at $5.9 million. 'Every Drop Matters', a partnership between UNDP and Coca-Cola since 2006, seeks to improve water supplies and sanitation, and to promote responsible water resource management in 18 countries. UNDP is also working in a more systematic manner with the

[9] An increase in contributions from the private sector in 2012 is due primarily to funding received from a number of Brazilian companies (a large amount for Rio +20), which accounted for more than 50 per cent of funding received from private sector in that year.

extractive industry as part of the emerging UNDP global portfolio of extractive sector projects and programmes.

39. The partnership between UNDP and the Bill and Melinda Gates Foundation brought $9.2 million to UNDP in 2013. UNDP implements three large grants from the Foundation, with the aim of raising agricultural productivity, strengthening government agricultural agencies and promoting financial inclusion in Ethiopia, Nigeria, and Tanzania.

40. Although the amounts received from the private sector and foundations are relatively small in comparison to UNDP's overall resource envelope, these partners' contributions go beyond their financial benefit. Private sector companies and foundations contribute through the use of their core competencies in different development areas and provide access to knowledge, technology and innovation.

V. The United Nations Capital Development Fund and the United Nations Volunteers programme

United Nations Capital Development Fund

41. The United Nations Capital Development Fund (UNCDF) is the United Nations capital investment agency for the 48 least developed countries of the world. Established by the General Assembly in 1966 with headquarters in New York, UNCDF is an autonomous United Nations organization affiliated with UNDP. UNCDF offers a unique combination of flexible seed capital (grants, loans and guarantees) and technical assistance directly to public and private actors, at national and subnational levels, to promote sustainable, inclusive growth in the least developed countries – including those emerging from crisis – with a special commitment to bringing about transformational change through upstream policy impact and scalable interventions. Local development finance programmes strengthen public financial management to improve infrastructure investment and delivery of basic services by local government authorities. They also provide access to funding mechanisms, project financing and technical assistance in support of local economic development, including to private sector initiatives with a social impact. Inclusive finance programmes increase access by poor people and small businesses to financial services including savings, credit, insurance and remittances. Building on its expertise in inclusive finance and local development finance, UNCDF contributes to higher food security, climate change resilience, access to clean energy and to economic empowerment of women and youth.

42. Whenever possible, UNCDF support is provided through national systems, in accordance with the development effectiveness principles laid out in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. UNCDF works in challenging environments –such as remote rural areas and countries emerging from conflict – and paves the way for others to follow. Its programmes are designed to catalyse larger investment flows from the private sector, development partners and national governments, for significant progress towards the Millennium Development Goals, especially Goal 1: eradicate extreme poverty and hunger; Goal 3: promote gender equality and empower women; and Goal 7: ensure environmental sustainability.

43. In 2013, due mainly to increasing other resources, total UNCDF revenue reached a record level of $65.4 million, up from $55.5 million in 2012. The diversification of UNCDF donors remained high, with 36 donors, up from 33 in 2011 and 29 in 2010. Donor contributions to its 2013 resources included $11.8 million from seven major private sector foundations and corporations, representing 18 per cent of total income and 24 per cent of other resources. The eight largest donors to UNCDF in 2013 were: multi-donor trust funds (including the 'One UN' funds, joint programmes, and the LIFT Trust Fund/Myanmar), Sweden, Belgium, the MasterCard Foundation, Australia, Luxembourg, the Bill and Melinda Gates Foundation, and Switzerland. Other resources reached a record high of $49.1 million in 2013, an increase of 24 percent from 2012. Other resources have increased more than 300 percent over the past seven years and, based on signed commitments, are expected to continue to grow in 2014.

44. Regular resources reached some $16.1 million in 2013 (plus an additional $0.25 million contribution from UNDP for programme support), a slight increase over 2012, mainly due to a first-time contribution from Switzerland. Despite considerable improvements in donor diversification and burden-sharing in recent years, UNCDF continues to be dependent on a limited number of donors for contributions to its regular resources. Regular resources contributions remained well short of the $25 million per year required as a minimum to sustain UNCDF operations in 40 of the 48 least developed countries, as envisaged in the UNCDF investment plan.

45. The ratio of regular to other resources is approaching 1:4, while the ratio of regular resources to follow-on investments is averaging 1:10 – increasingly originating from least developed country domestic resources (institutional and private investors and governments), thereby making available increasing levels of capital supporting the development objectives of least developed countries.

United Nations Volunteers

46. Established by the General Assembly in 1970 and administered by UNDP, the United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges and benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens. UNV contributes to peace and development by advocating for recognition of volunteers, working with Governments, United Nations organizations, peacekeeping and special political missions and other partners, to: mobilize national and international UN volunteers, including youth volunteers; mobilize online volunteers; advocate for volunteerism globally; support the building of national volunteer capacity; and integrate volunteerism into development programming. More than 3,000 UN volunteers annually make important contributions to peacekeeping and special political missions of the United Nations.

47. In 2013, 6,351 professionally qualified, experienced and committed women and men from 152 countries served as volunteers in 129 countries in support of United Nations system-wide efforts to promote peace and development, including the achievement of the Millennium Development Goals. Eighty-one per cent of the volunteers were nationals of developing countries, reaffirming the UNV programme as a concrete expression of South-South cooperation. In financial terms, the programme exceeded $209 million, almost 1.8 per cent of which was financed from the Special Voluntary Fund.

48. Donor contributions continued to be critical in the development of volunteerism programming and mobilizing volunteers. In 2013, UNV continued its efforts to enhance, widen and diversify partnerships, with a particular focus on Special Voluntary Fund, the UNDP/UNV Youth Volunteer Trust Fund, and fully-funded volunteers. To this end, UNV will be launching several global programmes in the priority areas outlined in the UNV strategic framework.

49. The Special Voluntary Fund enables the UNV programme to cultivate diversified approaches that widen volunteer opportunities and deepen the programmatic integration of volunteerism for peace and development. Although it is a modest fund, its importance cannot be overstated, taking into account lack of access to core programme funding for UNV. From research-based projects to pilot interventions in areas such as youth volunteering and sustainable development, the Special Voluntary Fund is a catalyst for innovation and leveraging additional external resources, serving as a vital foundation for the evolution of the voluntary sector. Contributions to the Special Voluntary Fund in 2013 increased by 7.3 per cent, from $4.1 million in 2012 to $4.4 million in 2013. Given the critical role of resources from the Special Voluntary Fund, the UNV programme is continuously seeking to increase contributions to the Fund so as to further explore, expand and strengthen the role of volunteerism and its contributions to development, through, for example, the second State of the World's Volunteerism Report, which will be launched in 2014. The Special Voluntary Fund will also provide seed funding for the UNV global programme in the five priority areas outlined in the UNV strategic framework, 2014 -2017 (securing access to basic social

services; community resilience for environment and disaster risk reduction; peacebuilding; youth; and national capacity development through volunteer schemes. In 2014, UNV published the Special Voluntary Fund report, 2009-2013.

50. The decrease in contributions received for fully-funded UN volunteers from $15.2 million in 2012 to $9.4 million in 2013 should be seen in the context of the major donors of France, Germany and Spain moving into multi-year arrangements during 2012. This change created a 'false peak' in 2012, and after adjusting for the multi-year contributions, 2013 performance is not significantly lower. The increase in the number of development partners contributing to fully-funded UN volunteers in the 2012-2013 biennium is a positive trend, and UNV will continue its efforts to further diversify funding sources.

51. To support the UN Youth Volunteers programme, which seeks to facilitate the engagement of youth in global peace and sustainable human development through volunteerism, bringing the voice of youth into the development discourse and helping young people to realize their full social, economic and human potential, the UNDP/UNV Youth Volunteer Trust Fund was established at the end of 2012, and a contribution of $860,000 was received from the Government of Germany in 2013.

VI. Conclusion

52. UNDP is funded from a variety of sources, including OECD/DAC members, programme countries, the private and philanthropic sectors, and global and vertical funds, as well as multilateral partners, including international financial institutions.

53. The overall level of resources entrusted to UNDP demonstrates the high degree of support extended to the organization by Member States and other partners. However, low predictability and the absence of multi-year commitments from a number of partners remain a concern for the organization in its ability to plan ahead and sustain its multilateral and universal character.

54. The strategic plan, 2014-2017, shows a clear link between development results and the financial resources required to deliver them. Implementation of the strategic plan requires predictable funding to ensure strategic focus together with tactical flexibility and the ability to respond to crises and opportunities. Only a predictable and more diverse regular resource base and more flexible and less earmarked other resources will provide the foundation from which to respond to the needs of programme countries.

55. UNDP is committed to diversifying its resource base. It will also use its country and programmatic reach and resources to provide a global operational arm for South-South and triangular cooperation to increase its scale and effectiveness, given the demonstrated value these partnerships provide to development results.

56. UNDP has incorporated specific and substantive opportunities for partnerships with private sector and foundations into its areas of work. It will continue to promote public-private partnerships, using partners' core competencies and access to knowledge, technology and innovation.

57. UNDP needs the full support of its partners to deliver the results of the strategic plan. It will continue to engage with the Executive Board to ensure that the principles of predictability, universality and progressivity can be sustained.